

# CHARTER

## UNITED STATES JOINT FORCES COMMAND TRANSFORMATION ADVISORY GROUP (TAG)

### A. PURPOSE

1. The United States Joint Forces Command (USJFCOM) Transformation Advisory Group (TAG) is hereby established to provide timely advice on scientific, technical, intelligence, and policy-related issues to the Commander, USJFCOM (CDR USJFCOM), during the development of the Nation's joint warfighting concepts to provide joint forces and capabilities, improve joint warfighting capabilities, transform the joint force, and improve internal command processes. Convening upon request, the TAG will provide advice and expert views to CDR USJFCOM to enhance USJFCOM plans in such areas as:

- joint concept development and experimentation,
- identifying joint requirements,
- advancing interoperability,
- conducting joint training, and
- providing ready continental U.S.-based forces and capabilities.

2. The functions of the group will be solely advisory; any determination of action to be taken, based wholly or in part on such advice, will be made by CDR USJFCOM.

### B. DURATION

The TAG will be a continuing federal advisory committee. In accordance with DoD Directive 5105.4 (Feb 03) this group will terminate when its mission is complete or two years after the date this charter is approved, unless prior approval for its continuation is obtained.

### C. ORGANIZATION

1. The TAG will be organized and operated in accordance with the appropriate provisions of the references listed in Paragraph J.
2. The TAG will report to CDR USJFCOM.
3. CDR USJFCOM will function as the Designated Federal Official for the TAG. In case of a conflict with CDR USJFCOM's schedule, he may appoint the DCDR USJFCOM or the Chief of Staff (COS) as his designated representative, providing this designation is made a matter of record for TAG management purposes.
4. The Advisory Committee Officer, charged with day-to-day management of the TAG and appointed in compliance with governing directives in Paragraph J, is the TAG Executive

Director, USJFCOM/J5. The TAG Office, USJFCOM/J5, manages the TAG program for CDR USJFCOM.

D. MEMBERSHIP.

1. Each principal member should possess a recognized stature in the wider Defense community and expertise in a field associated with joint warfighting policy formulation, interagency and diplomatic coordination and information-sharing activities, multi-national capabilities, weapon design and effects, weapon system capabilities and vulnerabilities, national command, control, communications, intelligence and information operations, joint warfighting education, organizational change management or other important aspects of the Nation's joint forces. Principal members who are not full-time government employees will possess unique qualifications in their field and will represent the segment of the national security policy or scientific and technical community in which they work. They will provide CDR USJFCOM with the views of their respective communities.

2. Membership on the TAG is for a period of four years.

3. CDR USJFCOM will select the Chairman of the TAG from the civilian membership.

4. Membership will be limited to the minimum number necessary to accomplish the committee's objectives as determined by CDR USJFCOM. All members will be appointed as individual consultants to CDR USJFCOM. All membership issues will be coordinated with the TAG Chair.

5. TAG military associate memberships will consist of four active duty flag officers--one each from the U.S. Army, U.S. Navy, U.S. Air Force, and U.S. Marine Corps. At least one flag officer should represent the Joint Staff. Each will possess policy, scientific, technical or strategic expertise not normally available to CDR USJFCOM.

6. All members will provide an annual statement of financial interest for CDR USJFCOM review and evaluation. This review will be accomplished by the TAG Executive Director, USJFCOM/J5, and the Deputy Designated Agency Ethics Office (DAEO), Joint Force Judge Advocate USJFCOM/J00L. All financial interest statements provided by TAG members or prospective members will be kept on file in the TAG Office, USJFCOM/J5. Additionally, a statement must be provided endorsing his/her familiarity with ethical conduct and intention to provide service in a gratuitous manner.

E. APPOINTMENT PROCEDURES.

1. Full-time salaried employees of the government or military associate members.

- a. CDR USJFCOM may appoint and reappoint.
- b. Appointees will provide CDR USJFCOM with biographical data and a statement of financial interests. Administrative paperwork associated with the appointment of individual consultants to the TAG will be accomplished by each prospective appointee and submitted to USJFCOM/J5 for review prior to appointment.

- c. The TAG Executive Director will notify the Office of the Chairman of the Joint Chiefs of Staff when such an appointment is made.
- 2. Non-government members (may include retired military and retired government service employees).
  - a. Approval authority rests with the Secretary of Defense or his/her designee.
  - b. Prospective nominees and renominees will provide CDR USJFCOM with the administrative paperwork associated with the appointment.
  - c. All non-government advisory committee members must be appointed as individual consultants.
- 3. Other appointment procedures that apply to all members:
  - a. An individual nominated, but waiting for official approval or appointment as a TAG member, may attend panel meetings as an invited guest of the Panel Chair.
  - b. The TAG Executive Director will forward nomination or renomination packages to the Office of the Director of the Joint Staff at least 60 days prior to the desired appointment date for forwarding to the Office of the Secretary of Defense for final approval.
  - c. Procedures for nomination and renomination are identical. The authority to renominate a member for an additional four-year term rests with CDR USJFCOM and the TAG Chair.
  - d. Individuals may not serve as advisory committee members for more than four years unless approved by the Secretary of Defense, the Deputy Secretary of Defense, or the Assistant to the Secretary of Defense.

#### F. MEETINGS.

- 1. As the Designated Federal Official, CDR USJFCOM shall:
  - a. Approve or call all meetings of the TAG;
  - b. Approve the agenda for TAG meetings;
  - c. Attend the meetings; and
  - d. Adjourn the meetings when he determines adjournment is in the public interest.
- 2. Plenary sessions will convene on an "as required" basis, usually twice annually. Normally two days in duration, these sessions usually convene in Norfolk, Virginia. On occasion, the TAG may meet elsewhere when such locations contribute to the matters being studied. Members may not send substitutes to attend plenary sessions in their absence. CDR USJFCOM approves the plenary guest invitation list.
- 3. CDR USJFCOM will notify the Joint Staff/J-1, Staff Management Branch, at least 45 days prior to a scheduled TAG plenary so that notification can be published in the Federal Register 15 days in advance. If the plenary is to be closed to the public, a written determination,

in accordance with Title 5, United States Code and cognizant DoD directives, must be accomplished and approved at this time.

4. Meetings will be conducted in an atmosphere of non-attribution.
5. The TAG Chair will certify the accuracy of the minutes of each plenary.

6. CDR USJFCOM will provide a copy of the TAG plenary minutes to each TAG member and USJFCOM Flag Officer/Civilian SES, if requested. The official copy of the TAG plenary minutes will be maintained on file in the TAG Office, USJFCOM/J5.

#### G. REPORTS.

1. In accordance with Public Law 92-463, Federal Advisory Committee Act, 6 October 1972, and as directed by the Joint Staff, CDR USJFCOM will forward annually:
  - a. An input to the President's Annual Report on Federal Advisory Committees annotating all costs associated with supporting the TAG and will include an analysis of the need for continuing the TAG.
  - b. A summary of the activities of the TAG which were closed to the public and such related matters as would be informative to the public consistent with the policy of Section 552 b(c) of Title 5, USC.
2. CDR USJFCOM will submit additional reports as directed by the Joint Staff.

#### H. PANELS.

1. When, in the opinion of CDR USJFCOM or the TAG Chair, issues falling within the purview of the TAG require additional research or study, panels may be formed to perform the necessary investigations. These panels will be composed of current TAG members and special TAG advisors as required, and will report the results of their research to CDR USJFCOM and the TAG membership during a duly convened TAG plenary. CDR USJFCOM, in consultation with the TAG Chair, will appoint the Panel Chairs and make TAG member assignments to the panels. The Panel Chairs will hold meetings as required and in locations as he/she deems appropriate.
  - a. CDR USJFCOM will assign a USJFCOM Flag Officer/Civilian SES to each panel to support and focus the panel's work. The USJFCOM Flag Officer/Civilian SES will normally attend all panel deliberations and plenary sessions.
  - b. The USJFCOM Flag Officer/Civilian SES will appoint a Liaison Officer and an Action Officer from his/her directorate to support any assigned panel. The Liaison Officer, in the grade of O-6, will serve the Panel Chair and focus the panel in the absence of the assigned Flag Officer. The Action Officer, in the grade of O-4/O-5, will serve at the direction of the Liaison Officer and is responsible for reporting and administering the panel's membership, meetings, and visits to USJFCOM. The Action Officer will prepare minutes for each meeting and submit to the TAG Office

for file within ten working days. The Liaison/Action Officer will also attend all plenary sessions in support of their directorate and assigned panels.

- c. Furthermore, the Directors may appoint one Officer of Corollary Responsibility (OCR) from his/her directorate in the grade of O-4/O-5 or GS-13/14 to each panel. The OCR will report to the Director and represent his/her directorate on issues requiring explanation or resolution during the meeting. USJFCOM OCRs may not send substitutes to attend meetings in their absence.

2. The USJFCOM Flag Officer and Panel Chair determine who attends the TAG panel deliberations. Briefers will not typically remain in meetings unless so invited. TAG members must be afforded the atmosphere of non-attribution for free and open discussion without fear of reprisals.

3. Panels may solicit the expert opinions of special TAG advisors during the course of their research. The Panel Chair is responsible for nominating any special TAG advisor to participate in their deliberations. Any special TAG advisor attending these meetings on an occasional basis for the purpose of providing supporting briefings, research, analyses, etc. must acknowledge his/her services to the panel are entirely gratuitous in nature in advance of meeting attendance. An advisor invited to three or more consecutive panel meetings or involved in any study extending beyond one plenary cycle is considered a special TAG advisor used on a continuing basis and must submit a statement of financial interest and ethical conduct for review as described in paragraph D.6. of this charter. The use of special TAG advisors must be approved in advance by the TAG Executive Director, USJFCOM/J5.

#### I. SUPPORT/OPERATING EXPENSES.

1. CDR USJFCOM will provide the necessary administrative, fiscal, and secretarial support for the group. An estimated 6.4 man-years will be required annually to support the TAG.

2. The estimated annual operating expenses will be \$150,000 in travel and related miscellaneous costs (not including personnel salaries). Members and special TAG advisors will not be paid salaries, wages or compensation attributable to their services. However, if absolutely necessary and if requested, they may be reimbursed for travel and daily expenses incurred in connection with their services.

#### J. REFERENCES.

1. Public Law 92-463, Federal Advisory Committee Act, 6 October 1972.
2. Executive Order Number 12024, Transfer of Certain Advisory Committee Functions, 1 December 1977, 42 F.R. 61445.
3. Federal Register, Part II, General Services Administration, 41 CFR Parts 101-6 and 102-3, Federal Advisory Committee Management, Final Rule, 19 July 2001.

4. DoD Directive 5105.4, Department of Defense Federal Advisory Committee Management Program, 10 February 2003.

5. OSD Administrative Instruction Number 2, Employment of Experts and Consultants, 6 January 1989.

6. DoD Directive 5500.7-R, 30 August 1993, Joint Ethics Regulation.

7. DoD Directive 5025.1-M, 15 August 1994, DoD Directives System Procedures, Chapter 8, Federal Register System.

K. FILING DATE: June 12, 2003